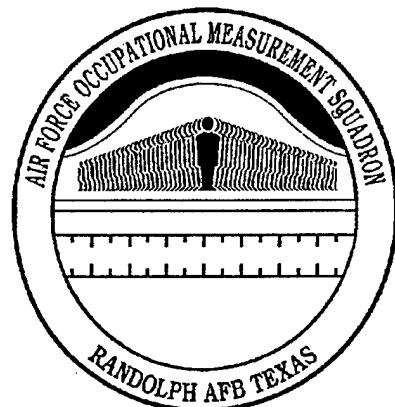


OTJC



**UNITED STATES
AIR FORCE**

**OCCUPATIONAL
SURVEY REPORT**

OPERATIONS RESOURCE MANAGEMENT

AFSC 1C0X2

AFPT 90-1C0-066

JUNE 1996

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OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
1550 5th STREET EAST
RANDOLPH AFB, TEXAS 78150-4449

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PREFACE

This report presents the results of an Air Force occupational survey of the Operations Resource Management (AFSC 1C0X2) career ladder. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

Captain Shannen M. Batchelor, Occupational Analyst, developed the survey instrument, analyzed the data and wrote the final report. 1Lt Sheon H. Mendoza provided computer programming support, and Mr. Richard G. Ramos provided administrative support. This report has been reviewed and approved by Mr. Daniel E. Dreher, Chief, Airman Analysis Section, Occupational Analysis Flight, AF Occupational Measurement Squadron (AFOMS).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to AFOMS, Attention: Chief, Occupational Analysis Flight (OMY), 1550 5th Street East, Randolph AFB Texas 78150-4449 (DSN 487-6623).

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SUMMARY OF RESULTS

1. Survey Coverage: The Operations Resource Management (AFSC 1C0X2) career ladder incumbents were surveyed to obtain current task data for use in examining training programs. Survey results are based on responses from 1,123 members worldwide. This represents 60 percent of the assigned population and 67 percent of eligible members.
2. Career Ladder Structure: Structure analysis identified 1 job cluster and 13 independent jobs (IJ): Entry-Level Squadron Operations Cluster, Duty Desk Independent Job, Squadron Operations Independent Job, Squadron Operations Supervisor Independent Job, Squadron Operations Manager Independent Job, Ground Training Scheduling Independent Job, Aircrrew Training Records Independent Job, Flight Records Independent Job, Current Operations/Scheduling Manager Independent Job, Current Operations/Scheduling Supervisor Independent Job, Current Operations/Scheduling Independent Job, Wing Scheduling Independent Job, and Technical Training School Instructor Independent Job.
3. Career Ladder Progression: Personnel in the AFSC 1C0X2 career ladder follow a typical career progression pattern. The inexperienced personnel perform technical tasks and the more experienced personnel act as managers and supervisors.
4. Training Analysis: A match of survey data to the AFSC 1C0X2 Specialty Training Standard (STS) was performed using two methods. The alternative approach, using job groups, identified only a few items not supported, indicating that the survey data supported the STS very well. A match of data to the Plan of Instruction (POI) for the E3ABR1C032-000 course was not accomplished as the POI is undergoing revision and validation at this time. Career ladder functional managers and training personnel should carefully review these few nonsupported STS entries to justify their continued inclusion in training documents.
5. Job Satisfaction Analysis: Overall, AFSC 1C0X2 members are satisfied with their jobs, but slightly less so than members of a comparative sample of operations career ladder personnel. Furthermore, members of the current sample in their first enlistment are less satisfied with their jobs than the previous AFSC 1C0X2 (formerly AFSC 271X2) personnel surveyed in 1989. Job satisfaction data for members of specific career ladder jobs shows that most job members are satisfied with their work.
6. Implications: The current AFSC 1C0X2 career ladder job structure is similar to the job structure identified in the 1989 OSR. The AFMAN 36-2108 *Specialty Descriptions* accurately describe the jobs and tasks personnel at all skill levels perform, and job satisfaction is generally positive for identified jobs. The training document analysis identified few unsupported STS items. Training personnel and career ladder functional managers should still review the STS to ensure it is complete and appropriate.

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**OCCUPATIONAL SURVEY REPORT (OSR)
MISSILE AND SPACE FACILITIES MAINTENANCE CAREER LADDER
(AFSC 1C0X2)**

INTRODUCTION

This is an AF Occupational Measurement Squadron OSR of the Operations Resource Management (AFSC 1C0X2) career ladder. This survey, completed in 1995, is intended to update the current data base and to identify any changes that may have taken place since the last survey in 1989.

Background

The AFMAN 36-2108 *Specialty Description* for this career field states that members perform and manage operations systems management activities and functions, including planning and scheduling, standardization and evaluation, flying and ground training, flight records, and squadron operations. They also operate and maintain the Air Force Operations Resource Management System (AFORMS).

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-1C0-066, dated May 1995. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, and tasks from previous applicable OSRs. The preliminary task list was refined and validated through personal interviews with 33 subject-matter experts (SMEs) selected to cover 4 operational bases, plus 1 training unit at the following locations:

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<u>BASE</u>	<u>REASON FOR VISIT</u>
Keesler AFB MS	Technical Training School
Davis-Monthan AFB AZ	Fighter aircraft, A-10
Fairchild AFB WA	Refueling operations, KC-135
Seymour Johnson AFB NC	Variety of aircraft, F-15, KC-10, T-38
Charleston AFB SC	Airlift operations, C-17, C-141

Others contacted include Air Staff and MAJCOM functional managers, Air Force Personnel Center classification personnel, as well as the training manager, course supervisor, and Career Development Course Writer.

The resulting JI contains a comprehensive listing of 336 tasks grouped under 10 duty headings, with a background section requesting incumbents to indicate their grade, job title, time in present job, time in service, job satisfaction, and computer systems they use in their present job.

Survey Administration

From July to November 1995, base training offices at operational bases worldwide administered the inventory to all eligible AFSC 1C0X2 personnel. Members eligible for the survey consisted of the total assigned 3-, 5-, 7-, and 9-skill level populations, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring within the time the inventories were administered to the field; and (4) personnel in their jobs less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Human Resources Directorate, Armstrong Laboratory.

Each individual completing the inventory first filled in an identification and biographical information section and then checked each task he or she currently performed on the job. After checking tasks performed, each individual rated tasks checked on a 9-point scale showing relative time spent on that task, compared to other tasks performed. The ratings range from 1 (very small amount time spent) to 9 (very large amount time spent).

To determine relative time spent for each task, all incumbent's ratings are assumed to account for 100 percent of job time. The ratings are, therefore, summed and each individual task rating is divided by the total of all task ratings and subsequently multiplied by 100 to provide a relative percentage of time spent on each task.

Survey Sample

Personnel were selected to participate in this study to ensure an accurate representation across MAJCOMs and paygrades. Table 1 reflects the percentage, by MAJCOM, of assigned and sampled AFSC 1C0X2 individuals. The 1,123 respondents in the final sample represent 60 percent of all assigned AFSC 1C0X2 personnel. The data are displayed showing assigned and sampled populations, based on the current MAJCOM structure. This table demonstrates that the sample closely approximates the MAJCOM representation of AFSC 1C0X2 members. Table 2 reflects the percentage distribution by paygrade groups. This table further emphasizes the sample accurately reflects the overall career ladder population.

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 1C0X2 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). The TE and TD booklets were processed separately from the job inventories. The information gained from these task factor data is used in various analyses and is a valuable part of the training decision process.

TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 38 senior AFSC NCOs who completed a TE booklet were asked to select tasks they felt required some sort of structured training for entry-level personnel, and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. There was acceptable agreement among the 38 raters. The average TE rating was 3.15, with a standard deviation of 1.86. Any task with a TE rating of 5.01 or above is considered to have high TE.

TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 39 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was acceptable. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered to be difficult to learn.

When used in conjunction with primary criterion of percent members performing, TD and TE ratings can provide insights into first-enlistment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction which support entry-level jobs.

TABLE 1
MAJCOM REPRESENTATION IN SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
ACC	39	39
AMC	18	19
AETC	13	15
PACAF	10	11
AFSOC	6	5
USAFE	6	4
AFMC	5	4
AFSPACECOM	1	1
OTHER	2	2

TOTAL ASSIGNED = 1,858

TOTAL SURVEYED = 1,665

TOTAL IN SAMPLE = 1,123

PERCENT OF ASSIGNED IN SAMPLE = 60%

PERCENT OF SURVEYED IN SAMPLE = 67%

TABLE 2
PAYGRADE DISTRIBUTION OF SAMPLE

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
E-1 to E-3	22	24
E-4	23	22
E-5	26	27
E-6	15	14
E-7	11	10
E-8	2	2
E-9	*	0

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

SPECIALTY JOBS **(Career Ladder Structure)**

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs the respondents perform. The Comprehensive Occupational Data Analysis Programs (CODAP) assist by creating an individual job description for each respondent based on tasks performed and relative amount of time spent on tasks. The CODAP automated job clustering program then compares all individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, CODAP either adds new members to this initial group, or forms new groups based on similarity of tasks and time spent ratings.

The basic group used in the hierarchical clustering process is the *Job*. When two or more jobs have a substantial degree of similarity, in tasks performed and time spent performing tasks, they are grouped together and identified as a *Cluster*. The structure of the career ladder is then defined in terms of jobs and clusters of jobs.

Overview of Specialty Jobs

Based on analysis of tasks performed and amount of time spent performing each task, 12 independent jobs (IJ) and 1 job cluster were identified. Figure 1 illustrates the jobs performed by AFSC 1C0X2 personnel.

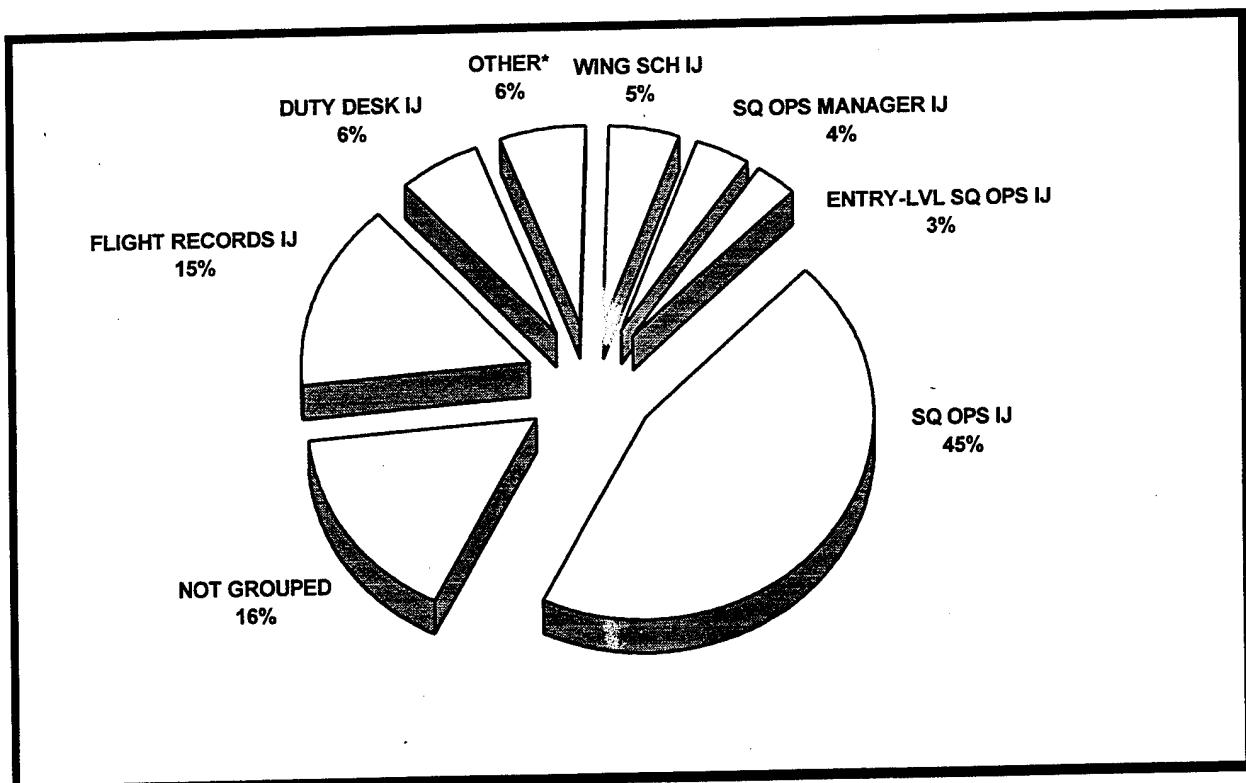
A listing of this cluster and IJs is provided below. The stage (STG) number shown beside each title references computer printed information, while the letter "N" represents the number of personnel in each group.

- I. ENTRY-LEVEL SQUADRON OPERATIONS CLUSTER (STG066, N=31)
 - A. AFORMS Resources Job
 - B. Aircrew Mission Support Job
- II. DUTY DESK INDEPENDENT JOB (STG132, N=71)
- III. SQUADRON OPERATIONS INDEPENDENT JOB (STG113, N=509)
- IV. SQUADRON OPERATIONS SUPERVISOR INDEPENDENT JOB (STG126, N=7)
- V. SQUADRON OPERATIONS MANAGER INDEPENDENT JOB (STG108, N=50)

- VI. GROUND TRAINING SCHEDULING INDEPENDENT JOB (STG142, N=7)
- VII. AIRCREW TRAINING RECORDS INDEPENDENT JOB (STG112, N=9)
- VIII. FLIGHT RECORDS INDEPENDENT JOB (STG129, N=171)
- IX. CURRENT OPERATIONS/SCHEDULING MANAGER INDEPENDENT JOB (STG169, N=5)
- X. CURRENT OPERATIONS/SCHEDULING SUPERVISOR INDEPENDENT JOB (STG120, N=15)
- XI. CURRENT OPERATIONS/SCHEDULING INDEPENDENT JOB (STG109, N=15)
- XII. WING SCHEDULING INDEPENDENT JOB (STG106, N=57)
- XIII. TECHNICAL TRAINING SCHOOL INSTRUCTOR INDEPENDENT JOB (STG097, N=7)

The respondents forming these groups account for 84 percent of the survey sample. The remaining 16 percent were performing tasks which did not group with any defined jobs. Job titles for some of the ungrouped respondents include: Dispatcher, STAN EVAL, Programmer, and Air Operations Specialist.

FIGURE 1
OPERATIONS RESOURCE MANAGEMENT JOBS



*Other includes: Squadron Operations Supervisor IJ, Ground Training Scheduling IJ, Aircrew Training Records IJ, Current Operations/Scheduling Manager IJ, Current Operations/Scheduling Supervisor IJ, Current Operations/Scheduling IJ and Tech Training School Instructor IJ

Group Descriptions

The following paragraphs contain brief descriptions of the 1 cluster and 12 IJs identified in the career ladder structure analysis. Appendix A lists representative tasks performed by identified IJs and the job cluster. Table 3 displays time spent on duties, while Table 4 provides demographic information on members in each cluster and job discussed in this report.

TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	ENTRY-LVL SQ OPS CLUSTER (STG066)	DUTY DESK IJ (STG132)	SQ OPS IJ (STG113)	SQ OPS SUPV IJ (STG126)	SQ OPS MANAGER IJ (STG108)
A ORGANIZING AND PLANNING	3	1	6	15	18
B DIRECTING AND IMPLEMENTING	7	4	9	23	17
C INSPECTING AND EVALUATING	1	*	3	11	12
D TRAINING	1	1	4	7	15
E PERFORMING RESOURCE MANAGEMENT	20	12	15	12	9
F PERFORMING DATA BASE MANAGEMENT	6	5	6	8	6
G PERFORMING SQUADRON OPERATIONS CENTER ACTIVITIES	41	54	26	14	8
H PERFORMING CURRENT OPERATIONS OR SCHEDULING ACTIVITIES	5	14	10	2	2
I PERFORMING STANDARDIZATION AND EVALUATION (STAN EVAL) ACTIVITIES	*	*	*	0	*
J PERFORMING AIRCREW TRAINING ACTIVITIES	16	8	20	8	12

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 3 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	GROUND TRAINING SCHEDULING IJ (STG12)	AIRCREW TRAINING RECORDS IJ (STG112)	FLIGHT RECORDS IJ (STG129)	CURRENT OPS/SCHED MANAGER IJ (STG169)
A ORGANIZING AND PLANNING	6	8	5	19
B DIRECTING AND IMPLEMENTING	5	8	6	50
C INSPECTING AND EVALUATING	1	5	3	8
D TRAINING	0	7	4	11
E PERFORMING RESOURCE MANAGEMENT ACTIVITIES	8	17	67	1
F PERFORMING DATA BASE MANAGEMENT ACTIVITIES	12	13	8	3
G PERFORMING SQUADRON OPERATIONS CENTER ACTIVITIES	10	0	1	1
H PERFORMING CURRENT OPERATIONS OR SCHEDULING ACTIVITIES	11	3	1	8
I PERFORMING STANDARDIZATION AND EVALUATION (STAN EVAL) ACTIVITIES	0	0	*	0
J PERFORMING AIRCREW TRAINING ACTIVITIES	46	40	4	0

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 3 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	CURRENT OPS/SCHED SUPERVISOR IJ (STG120)	CURRENT OPS/SCHED IJ (STG109)	WING SCHEDULING IJ (STG106)	TECHNICAL TRAINING INSTRUCTOR IJ (STG97)
A ORGANIZING AND PLANNING	21	6	9	14
B DIRECTING AND IMPLEMENTING	29	11	10	18
C INSPECTING AND EVALUATING	19	1	5	7
D TRAINING	11	3	7	44
E PERFORMING RESOURCE MANAGEMENT ACTIVITIES	0	2	1	3
F PERFORMING DATA BASE MANAGEMENT ACTIVITIES	0	0	*	7
G PERFORMING SQUADRON OPERATIONS CENTER ACTIVITIES	*	2	1	*
H PERFORMING CURRENT OPERATIONS OR SCHEDULING ACTIVITIES	20	75	67	5
I PERFORMING STANDARDIZATION AND EVALUATION (STAN EVAL) ACTIVITIES	*	0	0	0
J PERFORMING AIRCREW TRAINING ACTIVITIES	0	0	*	1

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 4

SELECTED BACKGROUND DATA FOR AFSC 1C0X2 CAREER LADDER JOBS

	ENTRY-LVL SQ OPS CLUSTER	DUTY DESK I	SQUADRON OPS II	SQ OPS SUPERVISOR III	SQ OPS MANAGER IV
NUMBER IN GROUP	31	71	509	7	50
PERCENT OF SAMPLE	3%	6%	45%	1%	4%
DAFSC DISTRIBUTION:					
1C032	77%	58%	20%	0%	2%
1C052	23%	39%	48%	29%	18%
1C072	0%	3%	31%	71%	66%
1C092	0%	0%	0%	0%	14%
PAYGRADE DISTRIBUTION:					
E-1 to E-3	70%	65%	21%	0%	2%
E-4	26%	20%	28%	0%	10%
E-5	3%	13%	29%	57%	20%
E-6	0%	0%	16%	29%	20%
E-7	0%	1%	6%	14%	34%
E-8	0%	0%	0%	0%	14%
E-9	0%	0%	0%	0%	0%
AVERAGE NUMBER OF TASKS PERFORMED	28	39	82	41	81
AVERAGE MONTHS TAFMS	38	45	104	165	185
PERCENT IN FIRST ENLISTMENT	74%	75%	30%	0%	2%
PERCENT SUPERVISING	13%	8%	44%	100%	92%

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 1C0X2 CAREER LADDER JOBS

	AIRCREW TRAINING RECORDS	FLIGHT RECORDS	CURRENT OPSISCHED MANAGER	
NUMBER IN GROUP	I	II	II	II
PERCENT OF SAMPLE	1%	1%	15%	*
DAFSC DISTRIBUTION:				
1C032	29%	22%	18%	0%
1C052	71%	22%	42%	40%
1C072	0%	56%	32%	60%
1C092	0%	0%	9%	0%
PAYGRADE DISTRIBUTION:				
E-1 to E-3	29%	22%	20%	0%
E-4	29%	0%	13%	20%
E-5	43%	67%	33%	20%
E-6	0%	0%	16%	40%
E-70	0%	11%	11%	20%
E-8	0%	0%	6%	0%
E-9	0%	0%	0%	0%
AVERAGE NUMBER OF TASKS PERFORMED	30	37	104	23
AVERAGE MONTHS TAFMS	90	111	125	140
PERCENT IN FIRST ENLISTMENT	29%	22%	22%	20%
PERCENT SUPERVISING	0%	33%	54%	40%

* Denotes less than 1 percent

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 1C0X2 CAREER LADDER JOBS

NUMBER IN GROUP PERCENT OF SAMPLE	CURRENT OPS/ SCHED SUPV		CURRENT OPS/ SCHEDULING		WING SCHEDULING		TECH TRNG INSTRUCTOR	
	I	II	I	II	I	II	I	II
1C032	15	1%	15	1%	57	5%	7	1%
1C052								
1C072								
1C092								
DAFSC DISTRIBUTION:								
1C032	0%		0%		7%		0%	
1C052	27%		73%		49%		43%	
1C072	67%		27%		44%		57%	
1C092	7%		0%		0%		0%	
PAYGRADE DISTRIBUTION:								
E-1 to E-3	2%		20%		7%		0%	
E-4	5%		33%		35%		0%	
E-5	22%		13%		23%		57%	
E-6	22%		13%		18%		14%	
E-7	48%		20%		18%		29%	
E-8	0%		0%		0%		0%	
E-9	0%		0%		0%		0%	
AVERAGE NUMBER OF TASKS PERFORMED								
AVERAGE MONTHS TAFMS	26		15		34		41	
PERCENT IN FIRST ENLISTMENT	182		124		131		143	
PERCENT SUPERVISING	0%		27%		8%		0%	
	100%		13%		44%		43%	

I. ENTRY-LEVEL SQUADRON OPERATIONS CLUSTER (STG066). The 31 members of this cluster represent 3 percent of the total survey sample. This group represents the junior members of the career ladder with the least amount of experience. Most of their time is spent performing squadron operations center tasks (see Table 3). The work performed by these incumbents deals with basic resource management functions and includes very little, if any, managerial or supervisory functions. Representative tasks for members of this cluster of jobs include:

- audit AFORMS inputs, such as aircrew ground or flight training accomplishments
- distribute AFORMS products
- audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)
- maintain flight authorizations
- post or update aircraft takeoff or landing times
- prepare flight authorizations using other than AFORMS methods
- post or update daily flight schedules
- prepare aircrew mission or deployment kits

ENTRY-LEVEL SQUADRON OPERATIONS CLUSTER	
Number of members	31
Percent of total sample	3%
Average number of tasks performed	28
Average time in present job	1.5 yrs
Average time in career field	1.6 yrs
Average TAFMS	3 yrs
Predominant DAFSC	1C032
Predominant paygrades	E-3
Predominant MAJCOM	AMC

The majority of personnel in this cluster, as seen in Table 4, hold the 3-skill level and average time in service, as measured by Total Active Federal Military Service (TAFMS) date, for this group is only 3 years. Incumbents have an average of 1.5 years in the career field and perform an average of 28 tasks on the job.

Survey data show there were two jobs in the cluster which differ slightly by the type of tasks performed. One job consists of primarily working with AFORMS resources, such as inputting and retrieving data to and from AFORMS. The other job in this cluster deals with aircrew mission support. Members with it perform tasks related to preparing aircrew mission or deployment kits. Nearly all of these members are assigned to airlift squadrons.

II. DUTY DESK INDEPENDENT JOB (STG132). The 71 members of this job account for 6 percent of the survey sample. This job is normally considered to be part of the squadron operations function, but these members were identified separately. This job is more restrictive, as members with it spend more time performing tasks dealing with the duty desk, such as opening and closing checklists, as well as maintaining the duty desk area. Approximately 54 percent of their time is spent performing squadron operations center activities (see Table 3). Representative tasks for members of this job include:

- post or update aircraft takeoff or landing times
- post or update daily flight schedules
- perform operations center opening checklist procedures
- maintain squadron operations center duty desk areas
- monitor go/no-go items such as boldface emergency procedures, training or currencies
- perform operations center closing checklist procedures
- monitor sign-in or sign-out procedures
- operate UHF or VHF radios

DUTY DESK INDEPENDENT JOB	
Number of members	71
Percent of total sample	6%
Average number of tasks performed	39
Average time in present job	1.3 yrs
Average time in career field	2.7 yrs
Average TAFMS	3.7 yrs
Predominant DAFSC	1C032
Predominant paygrades	E-2/E-3
Predominant MAJCOM	ACC

Duty Desk IJ members are fairly junior with respect to paygrade. Most hold the 3-skill level (see Table 4), and are primarily assigned to ACC and AETC.

III. SQUADRON OPERATIONS INDEPENDENT JOB (STG113). The 509 members of this job comprise the core job of the career ladder. These job incumbents spend 26 percent of their time performing operations center functions, but also spend a fair amount of time performing aircrew training, resource management, and current operations or scheduling activities (see Table 3). Although they perform tasks in a variety of areas, they are distinguished from other jobs in the career ladder in that their assigned functional area is squadron operations. Representative tasks for members of this job include:

SQUADRON OPERATIONS INDEPENDENT JOB	
Number of members	509
Percent of total sample	45%
Average number of tasks performed	82
Average time in present job	1.3 yrs
Average time in career field	6.2 yrs
Average TAFMS	8.7 yrs
Predominant DAFSC	1C052
Predominant paygrades	E-4
Predominant MAJCOM	ACC

audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)
 audit AFORMS inputs such as aircrew ground or flight training accomplishments
 audit postmission information such as weapon sheets, AF Forms 781 or classified materials
 update AFTO Forms 781 in AFORMS
 audit aircrew training products such as training update audit reports
 request AFORMS products
 maintain flight authorizations
 distribute AFORMS products

Incumbents average about 8.7 years TAFMS (see Table 4) and 48 percent of these members hold the 5-skill level.

IV. SQUADRON OPERATIONS SUPERVISOR INDEPENDENT JOB (STG126). The 7 members of this job comprise only 1 percent of the survey sample. These "first-line supervisors" are assigned to squadron operations and spend approximately 14 percent their time performing squadron operations center activities in addition to the traditional supervisory functions (see Table 3). Representative tasks for members of this job include:

supervise Operations Resource Management Journeymen (AFSC 1C052)
 request AFORMS products
 write EPRs
 complete performance feedback worksheets
 establish performance standards for subordinates
 supervise Operations Resource Management Apprentices (AFSC 1C032)
 maintain flight authorizations
 maintain classified materials

SQUADRON OPERATIONS SUPERVISOR INDEPENDENT JOB	
Number of members	7
Percent of total sample	1%
Average number of tasks performed	41
Average time in present job	3.5 yrs
Average time in career field	10 yrs
Average TAFMS	13.8 yrs
Predominant DAFSC	1C072
Predominant paygrades	E-5/E-6
Predominant MAJCOM	AMC/USAFE

These job incumbents are fairly well experienced in the career field, as they average 13.8 years TAFMS and predominantly hold the 7-skill level (see Table 4).

V. SQUADRON OPERATIONS MANAGER INDEPENDENT JOB (STG108). The 50 members of this job comprise 4 percent of the survey sample. These incumbents are managers and are distinguished from the Squadron Operations Supervisor IJ in that the majority of their time is spent performing tasks in the supervisory duties and spend little time performing other functions (see Table 3). The members of this job are assigned to the squadron operations functional area. The tasks they perform differentiate them from the managers in the current operations or scheduling functional area. Representative tasks for this job include:

- evaluate flight management procedures
- establish performance standards for subordinates
- conduct or participate in meetings or briefings, such as staff meetings
- plan or schedule work assignments
- develop operational procedures for use of AFORMS
- conduct on-the-job training (OJT)
- establish work methods
- implement flight management policies, directives or procedures

SQUADRON OPERATIONS MANAGER INDEPENDENT JOB	
Number of members	50
Percent of total sample	4%
Average number of tasks performed	81
Average time in present job	2.3 yrs
Average time in career field	11.3 yrs
Average TAFMS	15.5 yrs
Predominant DAFSC	1C072
Predominant paygrades	E-7
Predominant MAJCOM	ACC/AMC

The Squadron Operations Manager IJ members are very experienced, as they average nearly 16 years TAFMS and predominantly hold the 7-skill level (see Table 4).

VI. GROUND TRAINING SCHEDULING INDEPENDENT JOB (STG142). The 7 members of this job comprise 1 percent of the survey sample. These incumbents are responsible for scheduling aircrew members for nonflying training. They spend 46 percent of their time performing aircrew training activities and are distinguished from other jobs by the time they spend on specific scheduling and aircrew training tasks that are unique to this function, such as the following:

- prepare ground training schedules
- coordinate aircrew ground or flight training requirements with supporting agencies
- review AFORMS products
- monitor training phases, such as aircrew additional, continuation or upgrade training programs

GROUND TRAINING SCHEDULING INDEPENDENT JOB	
Number of members	7
Percent of total sample	1%
Average number of tasks performed	30
Average time in present job	1.5 yrs
Average time in career field	5.4 yrs
Average TAFMS	7.5 yrs
Predominant DAFSC	1C052
Predominant paygrades	E-5
Predominant MAJCOM	AMC

update aircrew ground or flight training accomplishments in
AFORMS
 audit AFORMS inputs, such as aircrew ground or flight training
 accomplishments
 maintain aircrew training information
 complete aircrew training in-processing or out-processing checklists

The Ground Training Scheduling members average nearly 8 years TAFMS, with the dominant paygrade being E-5, and predominantly holding the 5-skill level (see Table 4).

VII. AIRCREW TRAINING RECORDS
INDEPENDENT JOB (STG112). The 9 members of this job comprise only 1 percent of the survey sample. These incumbents are responsible for maintaining and updating aircrew training records. They spend 40 percent of their time performing aircrew training activities and nearly 17 percent of their time performing resource management activities (see Table 3). Representative tasks for this job include:

prepare aircrew training reports
 develop aircrew training reports
 maintain aircrew training information
 review aircrew training reports
 request aircrew on-line or off-line training reports
 request AFORMS products
 develop OMR bubble sheets, MARs or TARs
 develop aircrew training tables or plans

AIRCREW TRAINING RECORDS INDEPENDENT JOB	
Number of members	9
Percent of total sample	1%
Average number of tasks performed	37
Average time in present job	2.3 yrs
Average time in career field	7.8 yrs
Average TAFMS	9.3 yrs
Predominant DAFSC	1C072
Predominant paygrades	E-5
Predominant MAJCOM	ACC

The Aircrew Training Records Job members are fairly well experienced, as they average about 9 years TAFMS, and the majority of members hold the 7-skill level (see Table 4).

VIII. FLIGHT RECORDS INDEPENDENT JOB (STG129). The 171 members of this job comprise 15 percent of the survey sample, which is the job performed by the second largest number of members in the sample. These incumbents perform work related to maintaining flight records. They spend 67 percent of their time on resource management activities and very little time in the other duties (see Table 3). These members are assigned to the Host Operations System Management functional area and perform an average of 104 tasks, the largest number of all jobs. Representative tasks for this job include:

- audit AF Forms 1042 (Medical Recommendations for Flying or Special Operations Duty)
- audit flight record folders (FRFs)
- assemble flight records packages (FRPs) for PCS, retiring, separating or TDY personnel
- conduct FRF in- or out-processing
- maintain FRFs
- conduct flight record reviews, such as FRF certifications
- audit AF Forms 702 (Individual Physiological Training Record)
- publish AOs using AFORMS user defined functions (UDFs)

FLIGHT RECORDS INDEPENDENT JOB	
Number of members	171
Percent of total sample	15%
Average number of tasks performed	104
Average time in present job	2.2 yrs
Average time in career field	8.5 yrs
Average TAFMS	10.5 yrs
Predominant DAFSC	1C052
Predominant paygrades	E-5
Predominant MAJCOM	ACC

The Flight Records Job members are fairly well experienced, as they average nearly 11 years TAFMS, and 42 percent of members hold the 5-skill level (see Table 4).

IX. CURRENT OPERATIONS/SCHEDULING MANAGER INDEPENDENT JOB (STG169). The 5 members of this job comprise less than 1 percent of the survey sample. This is a very restrictive job as members perform an average of only 23 tasks. Approximately half of their time is spent performing tasks in the Directing and Implementing duty (see Table 3). These members are well experienced, but perform managerial and administrative tasks rather than supervisory tasks. Representative tasks include:

- direct maintenance of administrative files
- direct maintenance of status boards, charts or graphs
- destroy classified materials
- plan work priorities
- direct maintenance of workspace, equipment or supplies

CURRENT OPERATIONS/SCHEDULING MANAGER INDEPENDENT JOB	
Number of members	5
Percent of total sample	.4%
Average number of tasks performed	23
Average time in present job	1.8 yrs
Average time in career field	11 yrs
Average TAFMS	11.7 yrs
Predominant DAFSC	1C072
Predominant paygrades	E-6
Predominant MAJCOM	USAFE/ACC

destroy privacy act information
 maintain classified materials
 conduct on-the-job training (OJT)

The Current Operations/Scheduling Manager Job members are fairly well experienced, as they average about 12 years TAFMS and predominantly hold the 7-skill level. These job incumbents are assigned primarily to USAFE or ACC (see Table 4).

X. CURRENT OPERATIONS/SCHEDULING SUPERVISOR INDEPENDENT JOB (STG120). The 15 members of this job comprise 1 percent of the survey sample. These incumbents work primarily in supervising other personnel, but do spend nearly 20 percent of their time performing current operations or scheduling activities (see Table 3). This job is distinguished from the other supervisor job due to the tasks performed related to their functional area of assignment. These members are assigned to current operations while the other supervisory job in the career ladder is assigned to squadron operations. A sample of tasks performed is shown below:

- conduct or participate in meetings or briefings,
such as staff meetings
- coordinate mission changes with supporting agencies
- coordinate diplomatic clearances
- complete performance feedback worksheets
- conduct supervisory orientations of newly assigned personnel
- supervise Operations Resource Management Journeymen (AFSC 1C052)
- write recommendations for recognition packages
- coordinate flight schedule changes with supporting agencies

CURRENT OPERATIONS/SCHEDULING SUPERVISOR INDEPENDENT JOB	
Number of members	15
Percent of total sample	1%
Average number of tasks performed	26
Average time in present job	2.9 yrs
Average time in career field	12.4 yrs
Average TAFMS	15.2 yrs
Predominant DAFSC	1C072
Predominant paygrades	E-6
Predominant MAJCOM	AMC/ACC

The Current Operations/Scheduling Supervisor Job members are among the most experienced members of the career ladder as they average about 15 years TAFMS and predominantly hold the 7-skill level (see Table 4).

XI. CURRENT OPERATIONS/SCHEDULING INDEPENDENT JOB (STG109). The 15 members of this job comprise only 1 percent of the survey sample. These incumbents are clearly distinguished from the other career ladder jobs by the amount of time spent performing current operations or scheduling activities. They spend 75 percent of their time on these tasks and spend much smaller amounts of time on supervisory and training tasks (see Table 3). This job has a very narrow focus, as they perform an average of only 15 tasks. This scheduler job is differentiated from the wing scheduler job in that these members are working in operations support squadrons. A sample of tasks performed are shown below:

CURRENT OPERATIONS/SCHEDULING INDEPENDENT JOB	
Number of members	15
Percent of total sample	1%
Average number of tasks performed	15
Average time in present job	2.5 yrs
Average time in career field	5.9 yrs
Average TAFMS	10 yrs
Predominant DAFSC	1C052
Predominant paygrades	E-4
Predominant MAJCOM	AMC

- coordinate flight schedule changes with supporting agencies
- coordinate mission changes with supporting agencies
- coordinate flight schedules with maintenance
- prepare daily flight schedules
- coordinate aircraft tail numbers with maintenance or command post
- prepare monthly flight schedules
- coordinate prior permission required (PPR) numbers for aircrews landing at destination stations
- coordinate aircraft clearance information with command post or base operations

The Current Operations/Scheduling Job members possess a moderate level of experience, averaging 10 years TAFMS with 73 percent holding the 5-skill level (see Table 4). The dominant MAJCOM for this job is AMC.

XII. WING SCHEDULING INDEPENDENT JOB (STG106). The 57 members of this job comprise 5 percent of the survey sample. These incumbents perform scheduling functions at the wing level. Approximately 67 percent of their time is spent performing current operations or scheduling activities and lesser amounts of time in the supervisory and training duties (see Table 3). These schedulers perform work in scheduling airspace and special-use airspace which distinguishes them from their counterparts working at the squadron level. Representative tasks for this job include:

- coordinate airspace with supporting agencies, other than special-use airspace
- calculate air refueling requirements
- schedule airspace with appropriate agencies, other than special-use airspace
- schedule special-use airspace with appropriate agencies
- prepare weekly flight schedules
- schedule range time with appropriate agencies
- coordinate air-to-air refueling missions with supporting agencies
- coordinate combat targets or range time with supporting agencies

WING SCHEDULING INDEPENDENT JOB	
Number of members	57
Percent of total sample	5%
Average number of tasks performed	34
Average time in present job	1.5 yrs
Average time in career field	8 yrs
Average TAFMS	10.9 yrs
Predominant DAFSC	1C052
Predominant paygrades	E-4
Predominant MAJCOM	ACC

The Wing Scheduling Job members average about 11 years TAFMS and are equally divided among those holding the 5- and 7-skill levels (see Table 4).

XIII. TECHNICAL TRAINING SCHOOL INSTRUCTOR INDEPENDENT JOB (STG097). The 7 members of this job comprise 1 percent of the survey sample. These incumbents work primarily in training other personnel in the formal classroom setting. They spend most of their time performing tasks in the training duty, but also perform some supervisory tasks (see Table 3). Representative tasks for this job include:

- evaluate progress of trainees
- score tests
- conduct enlisted specialty classroom training
- write test questions
- administer tests

TECHNICAL TRAINING SCHOOL INSTRUCTOR INDEPENDENT JOB	
Number of members	7
Percent of total sample	1%
Average number of tasks performed	41
Average time in present job	1.8 yrs
Average time in career field	8.8 yrs
Average TAFMS	11.9 yrs
Predominant DAFSC	1C072
Predominant paygrades	E-5
Predominant MAJCOM	AETC

maintain training equipment
prepare lesson plans
counsel personnel on personal problems

The Technical Training School Instructor Job members are well experienced, as they average nearly 12 years TAFMS, and the majority of members hold the 7-skill level (see Table 4). For this job, it is appropriate that the dominant MAJCOM is AETC.

Comparison to Previous Study

The AFSC 1C0X2 career ladder structure has changed very little since the previous study (see Table 5). For the most part, the jobs themselves have remained very similar, but whether they appear as IJs or as part of a cluster has changed somewhat. For example, in the current survey, there were three IJs dealing with squadron operations that were identified, whereas in the previous survey there was one cluster of jobs identified for squadron operations. Furthermore, there were also three IJs for current operations/scheduling identified in the current study, whereas again these jobs appeared in a cluster in the previous study. The IJs identified for the Duty Desk, Ground Training Scheduling, Aircrew Training Records and Flight Records identified in the current study appeared as individual clusters in the 1989 survey. The Technical Training School Instructor IJ of the current study, was not identified in the previous study, as the Standardization and Evaluation IJ and HQ Staff IJ of the previous study were not identified in the current study.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with analysis of the career ladder structure, is an important part of each occupational survey. DAFSC analysis examines differences in tasks performed between skill level members. This information may then be used to evaluate how well career ladder documents, such as AFMAN 36-2108 *Specialty Descriptions*, reflect what career ladder personnel are doing in the field.

The distribution of AFSC 1C0X2 skill-level groups across career ladder jobs is displayed in Table 6. Notice that most 3-skill level personnel grouped within the Squadron Operations IJ, which contains basic resource management work. A considerable percentage of 5-skill level members are also grouped in that cluster as well. This makes sense as that is the core job of the career ladder. As members progress to 7-skill level positions, they still tend to perform technical tasks, whereas the 9-skill level members are performing managerial and supervisory tasks such as those found in the Squadron Operations Manager IJ. Table 7 offers another perspective by displaying relative percent time spent on each duty across skill-level groups. Once again, typical career ladder progression is evident as members spend increasingly more duty time performing supervisory functions as they progress in skill-level.

TABLE 5
SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1989 SURVEYS

<u>CURRENT SURVEY (N=1,123)</u>	<u>1989 (AFSC 271X2) SURVEY (N=1,595)</u>
ENTRY-LEVEL SQ OPS CLUSTER	AFORMS RESOURCES CLUSTER
DUTY DESK IJ	DUTY DESK CLUSTER
SQ OPS IJ SQ OPS SUPERVISOR IJ SQ OPS MANAGER IJ	SQ OPS CLUSTER
GROUND TRAINING SCHEDULING IJ	GROUND TRAINING SCHEDULING CLUSTER
AIRCREW TRAINING RECORDS IJ	AIRCREW TRAINING RECORDS CLUSTER
FLIGHT RECORDS IJ	FLIGHT RECORDS CLUSTER
CURRENT OPS/SCHEDULING MANAGER IJ CURRENT OPS/SCHEDULING SUPERVISOR IJ CURRENT OPS/SCHEDULING IJ WING SCHEDULING IJ	SCHEDULING AND CURRENT OPERATIONS CLUSTER
TECHNICAL TRAINING SCHOOL INSTRUCTOR IJ	NOT IDENTIFIED
NOT IDENTIFIED	STANDARDIZATION AND EVALUATION IJ
NOT IDENTIFIED	HQ STAFF IJ

* Denotes less than 1 percent

TABLE 6

DISTRIBUTION OF SKILL-LEVEL MEMBERS
ACROSS CAREER LADDER JOBS (PERCENT)

<u>JOB</u>	DAFSC 1C032 (N=253)	DAFSC 1C052 (N=481)	DAFSC 1C072 (N=357)	DAFSC 1C092 (N=32)
ENTRY-LEVEL SQ OPS CLUSTER	9	1	0	0
DUTY DESK IJ	16	6	1	0
SQ OPS IJ	40	51	44	0
SQ OPS SUPERVISOR IJ	0	*	1	0
SQ OPS MANAGER IJ	*	2	9	22
GROUND TRAINING SCHEDULING IJ	1	1	0	0
AIRCREW TRAINING RECORDS IJ	1	*	1	0
FLIGHT RECORDS IJ	12	15	15	47
CURRENT OPS/SCHEDULING MANAGER IJ	0	*	1	0
CURRENT OPS/SCHEDULING SUPERVISOR IJ	0	1	3	3
CURRENT OPS/SCHEDULING IJ	0	2	1	0
WING SCHEDULING IJ	2	6	7	0
TECH TRAINING SCHOOL INSTRUCTOR IJ	0	1	1	0
NOT GROUPED	19	14	16	28

* Denotes less than 1 percent

TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF SKILL-LEVEL GROUPS
 (RELATIVE PERCENT OF JOB TIME)

DUTY AREA	DAFSC 1C032 (N=253)	DAFSC 1C052 (N=481)	DAFSC 1C072 (N=357)	DAFSC 1C092 (N=32)
A ORGANIZING AND PLANNING	3	6	12	18
B DIRECTING AND IMPLEMENTING	6	9	13	17
C INSPECTING AND EVALUATING	1	3	7	13
D TRAINING	1	4	8	10
E PERFORMING RESOURCE MANAGEMENT ACTIVITIES	26	21	18	26
F PERFORMING DATA BASE MANAGEMENT ACTIVITIES	7	5	5	6
G PERFORMING SQUADRON OPERATIONS CENTER ACTIVITIES	30	21	13	2
H PERFORMING CURRENT OPERATIONS OR SCHEDULING ACTIVITIES	11	16	12	5
I PERFORMING STANDARDIZATION AND EVALUATION (STAN EVAL) ACTIVITIES	*	*	*	0
J PERFORMING AIRCREW TRAINING ACTIVITIES	15	14	11	2

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

Skill-Level Descriptions

DAFSC 1C032. The 253 3-skill level personnel, representing 22 percent of the survey sample, perform an average of only 46 tasks, the least of any DAFSC group, as they perform only basic resource management tasks. Most of these members were identified as belonging to the Squadron Operations IJ (see Table 6). They spend 30 percent of their time performing squadron operations center activities and 26 percent of their time performing resource management activities (see Table 7). Table 8, which shows tasks they perform, demonstrates the basic technical nature of their work.

DAFSC 1C052. The 481 5-skill level personnel, representing 43 percent of the survey sample, perform an average of 65 tasks. Similarly to the 3-skill level personnel, they perform work primarily in the Squadron Operations, which is the core job of the career ladder (see Table 6). Table 7 shows they spend their time performing tasks in support of a variety of functions, including squadron operations, resource management, current operations or scheduling and small amount of supervisory tasks. Table 9 shows that they perform primarily technical tasks. The factor distinguishing them from 3-skill level members is they perform some basic supervisory and training functions (see Table 10).

DAFSC 1C072. The 357 7-skill level personnel, representing 32 percent of the survey sample, perform an average of 83 tasks, more than the lower skill-level groups because they are supervisors and managers performing technical tasks as well. Table 6 shows they perform a variety of jobs. Table 7 describes the nature of their work as they spend 18 percent of their time performing resource management tasks, in addition to the 32 percent of time spent in duties A-C, which are supervisory in nature. Additionally, Table 11 shows tasks they most often perform are supervisory in nature, with some technical tasks as well. They are distinguished from their junior counterparts by more of them performing supervisory duties such as writing EPRs (see Table 12).

DAFSC 1C092. The 32 9-skill level personnel, representing 3 percent of the survey sample, perform an average of 90 tasks, the most of any DAFSC group. Because they are primarily managers, their emphasis is on supervisory and training tasks. Table 6 shows most are found in the Flight Records IJ. Table 7 describes the nature of their work as they spend the majority of their time performing tasks in the supervisory and training duties. Additionally, Table 13 shows tasks they most often perform are managerial in nature, but that supervisory tasks are performed as well. They are distinguished from their junior counterparts because they perform less of the basic resource management tasks and more managerial functions, such as conducting staff assistance visits (see Table 14).

TABLE 8
REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C032 PERSONNEL

<u>TASKS</u>	PERCENT MEMBERS PERFORMING (N=253)
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	77
G226 Distribute AFORMS products	65
F218 Request AFORMS products	64
E182 Update AFTO Forms 781 in AFORMS	63
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	62
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	61
F219 Review AFORMS products	59
G245 Post or update daily flight schedules	55
G244 Post or update aircraft takeoff or landing times	55
B33 Destroy privacy act materials	55
E162 Pick up operations resource management products	54
G230 Maintain flight authorizations	50
G241 Perform operations center opening checklist procedures	47
J311 Audit aircrew training products such as training update audit reports	47
E183 Update flying hour data in AFORMS	47
G234 Maintain squadron operations duty desk areas	46
J313 Audit OMR bubble sheets	46
G240 Perform operations center closing checklist procedures	45
E144 Maintain files of completed AFTO Forms 781	45
G254 Prepare flight authorizations using other than AFORMS methods	41
G242 Post or update flightcrew information files (FCIFs) or mission crew information files (MCIFs)	41

TABLE 9
REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C052 PERSONNEL

<u>TASKS</u>	PERCENT MEMBERS PERFORMING <u>(N=481)</u>
E109 Audit AFTO Forms 781(AFORM Aircrew/Mission Flight Data Document)	71
F218 Request AFORMS products	67
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	64
F219 Review AFORMS products	64
E182 Update AFTO Forms 781 in AFORMS	63
B33 Destroy privacy act information	62
G226 Distribute AFORMS products	61
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	56
J334 Update aircrew ground or flight training accomplishments in AFORMS	55
J308 Assign aircrew training tables or plans	55
G230 Maintain flight authorizations	54
J311 Audit aircrew training products such as training update audit reports	53
D78 Conduct on-the-job training (OJT)	51
G245 Post or update daily flight schedules	50
G234 Maintain squadron operations center duty desk areas	46
G244 Post or update aircraft takeoff or landing times	46
G236 Monitor go/no-go items such as boldface emergency procedures, training or currencies	46
B29 Conduct or participate in meetings or briefings such as staff meetings conferences or workshops other than training	45
H272 Coordinate flight schedule changes with supporting agencies	42
H283 Prepare daily flight schedules	30

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN
 DAFSC 1C032 AND DAFSC 1C052 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 1C032 (N=253)	DAFSC 1C052 (N=481)	DIFFERENCE
D78 Conduct on-the-job (OJT) training	15	51	-36
B31 Counsel personnel on personal problems	5	33	-28
B52 Supervise Operations Resource Management Apprentices (AFSC 1C032)	5	30	-25
C56 Complete performance feedback worksheets	6	31	-25
B48 Interpret policies, directives or procedures for subordinates	4	27	-23
B45 Initiate actions to correct substandard performance	3	26	-23
D87 Evaluate progress of trainees	2	24	-22
A23 Establish work methods	15	36	-21
A20 Establish performance standards for subordinates	3	24	-21
A24 Plan or schedule work assignments	11	32	-21

TABLE 11
REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C072 PERSONNEL

<u>TASKS</u>	PERCENT MEMBERS PERFORMING <u>(N=357)</u>
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	73
C72 Write EPRs	73
C56 Complete performance feedback worksheets	73
D78 Conduct on-the-job training (OJT)	69
A25 Plan work priorities	68
A24 Plan or schedule work assignments	68
B31 Counsel personnel on personal problems	68
A23 Establish work methods	66
F218 Request AFORMS products	65
B53 Supervise Operations Resource Management Journeymen (AFSC 1C052)	64
F219 Review AFORMS products	64
B33 Destroy privacy act information	64
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	62
A20 Establish performance standards for subordinates	59
B48 Interpret policies, directives, or procedures for subordinates	57
B34 Direct maintenance of administrative files	53
B52 Supervise Operations Resource Management Apprentices (AFSC 1C032)	53
H272 Coordinate flight schedule changes with supporting agencies	40
H274 Coordinate mission changes with supporting agencies	32
H283 Prepare daily flight schedules	32

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN
 DAFSC 1C052 AND DAFSC 1C072 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 1C052 (N=481)	DAFSC 1C072 (N=357)	DAFSC 1C072 (N=357)	DIFFERENCE
B53 Supervise Operations Resource Management Journeyman (AFSC 1C052)	18	64	-46	
C72 Write EPRs	28	73	-45	
C73 Write recommendations for recognition packages, such as awards or decorations	20	63	-43	
C56 Complete performance feedback worksheets	31	73	-42	
A26 Schedule temporary duty (TDY), leaves or passes	22	59	-37	
A24 Plan or schedule work assignments	32	68	-36	
A25 Plan work priorities	31	67	-36	
B30 Conduct supervisory orientations of newly assigned personnel	26	61	-35	
A1 Assign personnel to work areas or duty positions	21	56	-35	
A20 Establish performance standards for subordinates	24	59	-35	

TABLE 13
REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C092 PERSONNEL

<u>TASKS</u>	PERCENT MEMBERS PERFORMING (N=32)
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	94
B31 Counsel personnel on personal problems	81
A1 Assign personnel to work areas or duty positions	81
B48 Interpret policies, directives, or procedures for subordinates	81
C72 Write EPRs	78
C56 Complete performance feedback worksheets	78
A26 Schedule temporary duty (TDY) leaves or passes	78
C74 Write staff studies, surveys or general reports other than training reports	78
C73 Write recommendations for recognition packages such as awards or decorations	78
A15 Develop operational procedures for use of Air Force Operations Resource Management System (AFORMS)	72
B38 Implement flight management policies, directives or procedures	72
A24 Plan or schedule work assignments	72
C63 Evaluate personnel for compliance with performance standards	72
C59 Conduct staff assistance visits	66
D82 Develop OJT programs	66
B54 Supervise Operations Resource Management Craftsmen (AFSC 1C072)	62
A19 Establish organizational policies	56
A10 Develop operational procedures for disseminating operations information	56
A7 Develop operational procedures for aircrew resource management	53
A9 Develop operational procedures for aircrew training programs	50

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 1C072 AND DAFSC 1C092 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 1C072 (N=357)	DAFSC 1C092 (N=32)	DIFFERENCE
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	50	3	47
G230 Maintain flight authorizations	48	3	45
G226 Distribute AFORMS products	51	6	45
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	59	16	43
J311 Audit aircrew training products such as training update audit reports	54	13	41
G221 Compile postmission information such as weapon sheets AF Forms 781 or classified materials	41	0	41
J334 Update aircrew ground or flight training accomplishments in AFORMS	52	12	40
J321 Maintain aircrew training information	46	6	40
G245 Post or update daily flight schedules	41	3	38
G254 Prepare flight authorizations using other than AFORMS methods	41	3	38
C59 Conduct staff assistance visits	20	65	-45
E113 Audit headquarters operations resource information system (HORIS) reports	18	59	-41
B54 Supervise Operations Resource Management Craftsmen (AFSC 1C072)	22	62	-40
C69 Indorse enlisted performance reports (EPRs)	28	65	-37
A6 Develop host tenant agreements	11	46	-35
C74 Write staff studies, surveys or general reports other than training reports	18	53	-35
E118 Audit monthly flight control pay documents	15	50	-35
A2 Assign sponsors for newly assigned personnel	44	78	-34
C61 Evaluate individuals for promotion, demotion or reclassification	35	69	-34
E190 Verify HORIS interface tape transmission	11	44	-33

Summary

Three-skill level airmen spend the majority of their relative job time on basic resource management functions. The nature of the work for the 5-skill level airmen is very similar, however, they do perform a few supervisory tasks. Seven-skill level personnel are supervisors that perform some technical functions, while the 9-skill level personnel are primarily managers performing supervisory tasks as well.

ANALYSIS OF AFMAN 36-2108 SPECIALTY DESCRIPTIONS

Survey data were compared to AFMAN 36-2108 *Specialty Descriptions* for AFSC 1C0X2, Operations Resource Management Apprentice, Journeymen, Craftsmen and Superintendent, dated 31 October 1994. The descriptions for the 3-, 5-, 7-, and 9-skill level members were accurate, depicting technical aspects of the job, as well as the increase in supervisory responsibilities previously described in the DAFSC analysis. The descriptions also capture the primary responsibilities of job members identified in the job structure analysis.

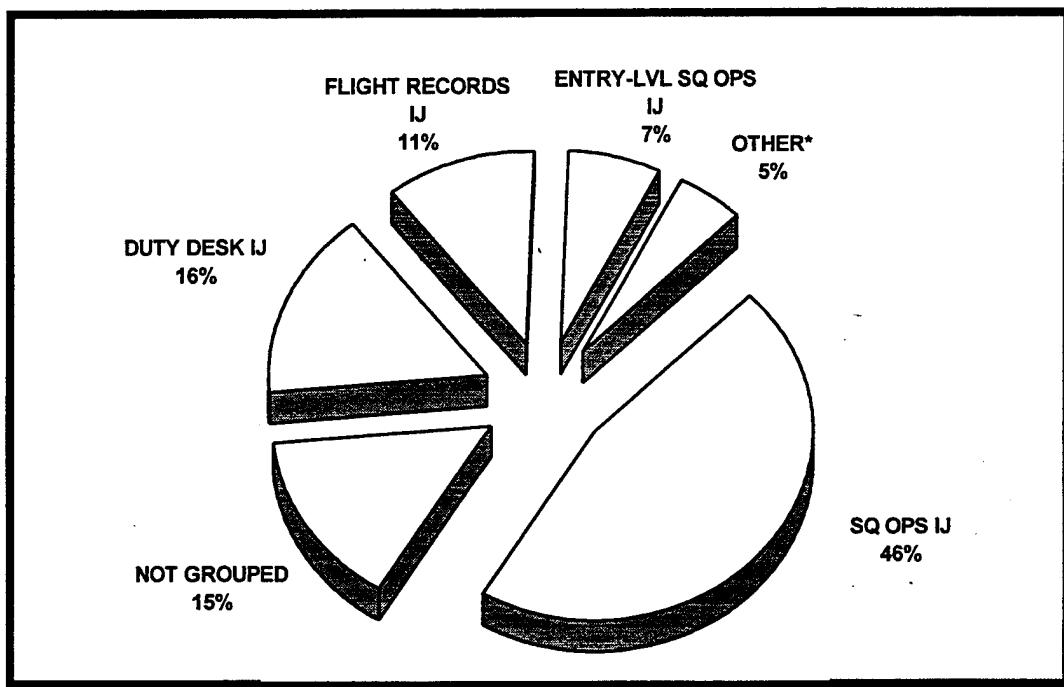
TRAINING ANALYSIS

Occupational surveys provide information which can be used to assist in the development of training programs relevant to needs of personnel in their first-enlistment. Factors used to evaluate entry-level AFSC 1C0X2 training include duties performed by members across career ladder jobs, percentages of members performing specific tasks, ratings of how much training emphasis tasks should receive in formal training, and relative TD ratings.

First-Enlistment Personnel

In this study there are 334 members in their first-enlistment (1-48 months TAFMS) representing 30 percent of the survey sample. These personnel work primarily in the Squadron Operations IJ (see Figure 2), and spend much of their time performing squadron operations center activities (see Table 15). Some members also perform other technical functions, however, very few members with this level of experience work in supervisory areas. Notice in Table 16 that first-enlistment personnel perform primarily basic resource management tasks, such as requesting or distributing AFORMS products.

FIGURE 2
**AFSC 1C0X2 FIRST-ENLISTMENT
 PERSONNEL CAREER LADDER JOBS**



*Other includes: Squadron Operations Manager IJ, Ground Training Scheduling IJ, Aircrew Training Records IJ, Current Operations/Scheduling Manager IJ, Current Operations/Scheduling IJ and Wing Scheduling IJ.

Training Emphasis (TE) and Task Difficulty (TD) Data

TE and TD data are secondary task factors that can help training development personnel decide which tasks to emphasize for entry-level training. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide a rank-ordering of those tasks considered important for airmen with 1-48 months TAFMS members to learn (TE) and a measure of the relative difficulty of those tasks (TD). When combined with data on percentages of entry-level personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors (TE and TD), accompanied by moderate to high percentages performing, may be more appropriately planned for OJT programs. Low task factor ratings may highlight tasks best omitted from training for new personnel. These decisions must be weighed against percentages of personnel performing tasks, command concerns, and criticality of tasks.

TABLE 15
RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY
FIRST-ENLISTMENT AFSC 1C0X2 PERSONNEL

<u>DUTY AREA</u>	<u>PERCENT TIME SPENT</u>
A ORGANIZING AND PLANNING	3
B DIRECTING AND IMPLEMENTING	6
C INSPECTING AND EVALUATING	1
D TRAINING	1
E PERFORMING RESOURCE MANAGEMENT ACTIVITIES	24
F PERFORMING DATA BASE MANAGEMENT ACTIVITIES	7
G PERFORMING SQUADRON OPERATIONS CENTER ACTIVITIES	30
H PERFORMING CURRENT OPERATIONS OR SCHEDULING ACTIVITIES	13
I PERFORMING STANDARDIZATION AND EVALUATION (STAN EVAL) ACTIVITIES	*
J PERFORMING AIRCREW TRAINING ACTIVITIES	15

* Denotes less than 1 percent

TABLE 16
REPRESENTATIVE TASKS PERFORMED BY
FIRST-ENLISTMENT AFSC 1C0X2 PERSONNEL

<u>TASKS</u>	PERCENT MEMBERS PERFORMING (N=334)
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	76
F218 Request AFORMS products	66
G226 Distribute AFORMS products	65
J310 Audit AFORMS inputs such as aircrew ground or flying training accomplishments	64
E182 Update AFTO Forms 781 data into AFORMS	64
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	62
F219 Review AFORMS products	60
G245 Post or update daily flight schedules	57
G244 Post or update aircraft takeoff or landing times	56
E162 Pickup operations resource management products	56
B33 Destroy privacy act information	55
G230 Maintain flight authorizations	51
J311 Audit aircrew training products such as training update audit reports	50
G241 Perform operations center opening checklist procedures	48
G234 Maintain squadron operations center duty desk areas	48
J313 Audit OMR bubble sheets	47
G240 Perform operations center closing checklist procedures	47
E144 Maintain files of completed AFTO Forms 781	46
G221 Compile postmission information such as weapon sheets, AF Forms 781 or classified materials	45
G254 Prepare flight authorizations using other than AFORMS methods	44
G242 Post or maintain flightcrew information files (FCIFs) or mission crew information files (MCIFs)	41

To assist training development personnel, AFOMS developed a computer program that uses these task factors and percentages of 1-48 months TAFMS personnel performing tasks to produce Automated Training Indicators (ATIs). ATIs correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCR 52-22. ATIs allow training developers to quickly focus attention on those tasks which are most likely to qualify for resident course consideration.

Tasks having the highest TE ratings for AFSC 1C0X2 personnel with 1-48 months TAFMS are listed in Table 17. Included for each task are percentages of 1-24 months TAFMS personnel performing the task (1ST JOB), percentages of 1-48 months TAFMS personnel performing the task (1ST ENL), and TD ratings. As illustrated in the table, tasks with the highest TE ratings deal with updating information in AFORMS and are performed by a high percentage of respondents.

Table 18 lists tasks having the highest TD ratings. The percentages of 1-24 months TAFMS, 1-48 months TAFMS, 5- and 7-skill level personnel performing, and TE ratings are also included for each task. Many of the tasks with high TD are performed by low percentages of respondents and have low TE ratings. These tasks tend to deal with supervisory and data base management activities.

Various lists of tasks, accompanied by TE and TD ratings, are contained in the **TRAINING EXTRACT** package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.

Specialty Training Standard (STS) Analysis

A comprehensive review of the AFSC 1C0X2 STS, dated November 1995, was made by comparing survey data to STS elements. To assist specifically in the examination of the STS, SMEs in this career ladder matched JI tasks to appropriate sections and subsections of the STS. A complete listing, displaying percent members performing tasks, TE and TD ratings for each task, along with STS matching, has been forwarded to the technical school for use in further review of training documents. STS elements with performance objectives were reviewed in terms of TE, TD, and percent members performing information, using the guidance provided in AFI 36-2623 and AETCR 52-22. Typically, tasks performed by 20 percent or more personnel in appropriate experience or skill-level groups, such as first-enlistment (1-48 months TAFMS), and 5- and 7-skill level groups, should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing in all of these groups should be considered for deletion from the STS.

Review of the STS showed that there were numerous items unsupported by survey data. The large number of unsupported STS elements is due largely to the diversity of the career ladder, as evidenced by members of the specialty doing a variety of jobs involving relatively few

TABLE 17

TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS	PERCENT MEMBERS PERFORMING				TSK DIF
	TNG EMP	1ST JOB	1ST ENL	1ST JOB	
E183 Update flying hour data in AFORMS	7.47	49	47	4.20	
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	7.42	76	76	4.66	
E182 Update AFTO Forms 781 data in AFORMS	7.39	64	64	4.09	
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	7.34	58	62	5.02	
E185 Update physiological training dates or codes in AFORMS	7.03	22	22	3.02	
E184 Update physical qualification status such as AF Forms 1042 in AFORMS	7.00	20	20	3.38	
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	6.84	61	64	4.82	
E124 Conduct flight record reviews such as FRF certifications	6.68	24	24	4.70	
J311 Audit aircrew training products such as training update audit reports	6.58	48	50	4.86	
G236 Monitor go/no-go items such as boldface emergency procedures, training or currencies	6.58	38	42	5.35	
G221 Compile postmission information such as weapon sheets, AF Forms 781 or classified materials	6.53	41	45	4.88	
G235 Monitor aircrew sign-in or sign-out procedures	6.53	37	39	4.31	
E105 Audit AF Forms 142 (Aviation Service Audit Worksheet)	6.50	14	14	5.07	
E115 Audit individual flight records (IFRs)	6.50	22	22	5.17	
E103 Assign aviation service codes	6.50	14	14	5.05	
E112 Audit flying time update summaries	6.47	43	45	4.73	
E122 Compute operational flying duty accumulator (OFDA) credits	6.42	14	12	5.17	
E125 Conduct FRF in- or out- processing	6.42	19	17	4.73	

TE MEAN = 3.15; S.D. = 1.86 (HIGH = 7.47)

TD MEAN = 5.00; S.D. = 1.00

TABLE 18

TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

TASKS	PERCENT MEMBERS PERFORMING						TNG EMP
	TSK DIFF	1ST JOB	1ST ENL	1C052	1C072		
F215 Prepare multifile Air Force on-line data system (AFOLDS) retrievals	7.88	4	4	11	15	15	1.34
A6 Develop host tenant agreements	7.56	2	2	5	11	11	.53
D83 Develop resident course or career development (CDC) curriculum materials	7.53	0	0	4	4	4	.87
A13 Develop operational procedures for operations plans (OPLANS) or (OPSORDs)	7.51	3	3	4	6	6	.55
F194 Construct AFORMS frames	7.25	4	4	7	9	9	1.37
F200 Design data base queries	7.07	0	1	2	5	5	.79
A9 Develop operational procedures for aircrew training programs	6.99	6	9	20	32	32	1.92
C73 Write recommendations for recognition packages such as awards or decorations	6.94	0	1	20	63	63	1.37
C74 Write staff studies, surveys or general reports other than training reports	6.93	0	0	5	18	18	.84
A7 Develop operational procedures for aircrew resource management	6.87	10	13	23	42	42	1.55
C72 Write EPRs	6.87	0	0	28	73	73	1.89
A8 Develop operational procedures for aircrew standardization and evaluation (STAN EVAL)	6.82	5	6	6	9	9	.87
E166 Prepare information for flight evaluation boards (FEBs)	6.80	1	1	4	7	7	1.37
F201 Initiate system recovery procedures	6.76	1	1	3	5	5	1.58
C71 Write civilian performance appraisals	6.75	0	0	1	4	4	.58
A11 Develop operational procedures for flight scheduling	6.69	8	10	15	27	27	1.74
A12 Develop operational procedures for mobility operations	6.68	4	5	7	16	16	1.29
F212 Perform offsite processing for deployed units	6.66	4	4	5	5	5	2.24
H270 Coordinate diplomatic clearances	6.65	3	4	7	8	8	1.89
A19 Establish organizational policies	6.60	3	4	11	28	28	.55
F216 Prepare program modification requests (PMRs)	6.59	0	0	1	1	1	.63

tasks and the fact that members spend quite a bit of job time on extra duties. The numerous write-in comments in the survey booklets indicated the respondents' concerns over the amount of time spent performing additional duties.

As an alternative approach to analyzing the STS, elements were reviewed using percentage of members of job groups performing matched tasks. In this case, any STS element matched to tasks performed by fewer than 20 percent members of any job group was considered unsupported. Using this approach, only six STS elements are unsupported and are listed in Table 19. The STS items that were unsupported did not pertain to any one area. Training personnel and SMEs should review the unsupported STS items listed in Table 19, as well as accompanying training documents, to determine if inclusion in future revisions is warranted.

Tasks not matched to any element of the STS are listed at the end of the computer listing located in associated training documents. These were reviewed to determine if any tasks concentrate around particular functions or jobs. Many of the unreferenced tasks are managerial or supervisory in nature and not normally matched to an STS. There were no technical tasks performed by 20 percent or more criterion group members that were not referenced to the STS.

JOB SATISFACTION ANALYSIS

An examination of job satisfaction indicators can be very useful for career ladder managers as they attempt to determine possible factors affecting job performance of career ladder airmen. Job satisfaction data can be expanded to provide indications of general attitudes within specific DAFSC groups.

With this in mind, job satisfaction responses for AFSC 1C0X2 personnel were analyzed and provide the following comparisons: (1) among TAFMS groups of the AFSC 1C0X2 career ladder and a comparative sample of operations personnel surveyed in 1994; and (2) between current and previous AFSC 1C0X2 respondents.

Table 20 shows the comparison of TAFMS group data of AFSC 1C0X2 respondents to a comparative sample of other operations career ladders surveyed the previous year. These data provide a relative measure of how AFSC 1C0X2 personnel job satisfaction responses compare with similar Air Force specialties. Generally, Operations Resource Management personnel appear to be slightly less satisfied with their jobs than members of a comparative sample, especially for the first-enlistment personnel. Members from both samples perceive their talents to be well used, while the AFSC 1C0X2 personnel perceive their training to be less used than their counterparts in the comparative sample. The sense of accomplishment and reenlistment intentions are equivalent for both sample groups and appear positive across all TAFMS groups. Overall, members of the current sample seem to be relatively satisfied with their jobs, as do the members of the comparative sample.

TABLE 19

STS ITEMS NOT SUPPORTED BY SURVEY DATA
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

STS ITEMS/TASKS	PERCENT MEMBERS PERFORMING						
	TNG	1ST EMP	1ST JOB	1ST ENL	1C052	1C072	TSK DIFF
14b. Difficulty Reports (DIREPS)							
F214 Prepare difficulty reports (DIREPS)	.92	0	1	1	1	3	5.96
14c. Program Modification Request (PMR)							
F216 Prepare program modification requests (PMRs)	.63	0	0	0	1	1	6.59
14g(3). Implementation procedures for off-site processing							
F212 Perform offsite processing for deployed units	2.24	4	4	4	5	5	6.66
15b. Aeronautical rating Boards (ARB)							
E165 Prepare information for aeronautical rating boards (ARBs)	1.42	0	1	2	2	5	6.43
16d. Flight Evaluation Folder (FEF)							
I299 Audit flight evaluation folders (FEFs)	2.16	2	2	2	2	4	4.79
16i(9). Exercise phone security							
G238 Operate automatic secure voice communication systems (AUTOSEVOCOM)	2.63	8	10	10	10	7	4.77

TABLE 20

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 1C0X2
TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS			49-96 MONTHS TAFMS			97+ MONTHS TAFMS		
	AFSC 1C0X2 (N=334)	COMP SAMPLE (N=567)	AFSC 1C0X2 (N=20)	COMP SAMPLE (N=709)	AFSC 1C0X2 (N=586)	COMP SAMPLE (N=1,832)	AFSC 1C0X2 (N=586)	COMP SAMPLE (N=1,832)	
EXPRESSED JOB INTEREST:									
INTERESTING	51	60	63	65	65	71	71	71	71
SO-SO	29	20	21	17	17	15	19	15	15
DULL	19	20	17	17	17	14	16	16	14
PERCEIVED USE OF TALENTS:									
FAIRLY WELL TO PERFECT	62	59	70	70	74	75	74	75	75
NONE TO VERY LITTLE	37	41	30	30	26	25	26	26	25
PERCEIVED USE OF TRAINING:									
FAIRLY WELL TO PERFECT	75	78	67	76	66	75	66	75	75
NONE TO VERY LITTLE	25	22	34	24	34	25	34	34	25
SENSE OF ACCOMPLISHMENT FROM JOB:									
SATISFIED	55	56	58	60	66	65	66	66	65
NEUTRAL	25	19	19	14	11	11	11	11	11
DISSATISFIED	19	25	24	26	22	24	22	22	24
REENLISTMENT INTENTIONS:									
YES OR PROBABLY YES	58	59	72	73	72	71	72	72	71
NO OR PROBABLY NO	41	41	27	25	6	7	5	6	7
WILL RETIRE	0	0	1	0	0	21	0	21	21

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

Comparative data are from Operations AFSCs surveyed in 1994: 1A3X1, 1A5X2, 1C3X1, and 1C5X1

An indication of changes in job satisfaction perception is within the career ladder over time is provided in Table 21, which compares TAFMS group data for current survey respondents to that of previous survey respondents. The current AFSC 1C0X2 respondents in their first-enlistment seem less satisfied with their jobs as those respondents surveyed in 1989; however, those in their second enlistment appear more satisfied. Reenlistment intentions have not changed since the previous study for this career ladder.

Finally, job satisfaction data for identified jobs are provided in Table 22. Generally, job satisfaction data are moderate for personnel across most identified jobs. The Ground Training Scheduling IJ members appear the least satisfied of the job groups, maybe because they are performing tasks outside of the actual flying activities. The Current Operations/Scheduling and Wing Scheduling IJ members do not feel their training is being used. Members of both manager jobs appear to be the most satisfied of the job groups.

Summary

Overall, AFSC 1C0X2 members appear to be slightly less satisfied with their jobs than members of a comparative sample of operations career ladder personnel, especially for the first-enlistment members. Furthermore, members of the current sample in their first enlistment appear less satisfied with their jobs than previous AFSC 1C0X2 (formerly AFSC 271X2) personnel surveyed in 1989, while those in their second enlistment appear more satisfied. Job satisfaction data of specific career ladder job members shows most job members are satisfied with their work, feel their talents are being properly utilized, and find their work to be interesting.

IMPLICATIONS

This survey was conducted primarily to provide training personnel with current information on the Operations Resource Management specialty for use in reviewing current training programs and training documents. Results indicate that the jobs have changed little since the last survey in 1989, and members follow a typical career progression pattern. The present classification structure, as described in AFMAN 36-2108 *Specialty Descriptions*, accurately portrays the jobs in this study.

Analysis of career ladder documents indicates that the STS is supported very well by survey data. An analysis of the Plan of Instruction was not accomplished in this study due to upcoming revisions; however, both documents should still be reviewed by career field functional managers and technical training SMEs.

No serious job satisfaction problems appear to exist in this specialty. Overall, AFSC 1C0X2 members are slightly less satisfied with their jobs than members of a comparative sample of operations career ladder personnel; furthermore, current personnel in their first enlistment are

TABLE 21

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 1C0X2
TAFMS GROUPS IN CURRENT STUDY TO PREVIOUS STUDY
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS			49-96 MONTHS TAFMS			97+ MONTHS TAFMS		
	AFSC 1C0X2 (N=334)	1989 AFSC 271X2 (N=479)	(N=200)	AFSC 1C0X2 (N=399)	1989 AFSC 271X2 (N=399)	(N=200)	AFSC 1C0X2 (N=586)	1989 AFSC 271X2 (N=715)	(N=200)
<u>EXPRESSED JOB INTEREST:</u>									
INTERESTING	51	64	63	59	65	66	71		
SO-SO	29	21	21	23	19	19	17		
DULL	19	15	17	18	16	16	12		
<u>PERCEIVED USE OF TALENTS:</u>									
FAIRLY WELL TO PERFECT	62	70	70	65	74	74			
NONE TO VERY LITTLE	37	30	30	35	26	26	25		
<u>PERCEIVED USE OF TRAINING:</u>									
FAIRLY WELL TO PERFECT	75	72	67	59	66	67			
NONE TO VERY LITTLE	25	28	34	41	34	34	33		
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>									
SATISFIED	55	61	58	61	66	66			
NEUTRAL	25	16	19	13	11	11	12		
DISSATISFIED	19	22	24	25	22	22	24		
<u>REENLISTMENT INTENTIONS:</u>									
YES OR PROBABLY YES	58	58	72	72	72	72			
NO OR PROBABLY NO	41	41	27	26	6	6	8		
WILL RETIRE	0	*	1	*	21	21	20		

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 22

JOB SATISFACTION INDICATORS FOR AFSC 1C0X2 JOBS
(PERCENT MEMBERS RESPONDING)

	ENTRY-LEVEL SQ OPS CLUSTER (N=31)	DUTY DESK II (N=71)	SQUADRON OPERATIONS II (N=509)	SUPERVISOR II (N=7)	SQ OPS MANAGER II (N=50)
<u>EXPRESSED JOB INTEREST:</u>					
INTERESTING	45	61	56	57	76
SO-SO	39	24	23	43	14
DULL	16	14	21	0	10
<u>PERCEIVED USE OF TALENTS:</u>					
FAIRLY WELL TO PERFECT	52	66	66	86	80
NONE TO VERY LITTLE	48	34	34	14	20
<u>PERCEIVED USE OF TRAINING:</u>					
FAIRLY WELL TO PERFECT	78	64	71	71	70
NONE TO VERY LITTLE	23	36	29	29	30
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>					
SATISFIED	55	59	57	43	74
NEUTRAL	32	24	17	14	6
DISSATISFIED	13	17	26	29	20
<u>REENLISTMENT INTENTIONS:</u>					
YES OR PROBABLY YES	48	66	70	29	48
NO OR PROBABLY NO	48	31	22	14	10
WILL RETIRE	3	1	7	57	42

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 22 (CONTINUED)

JOB SATISFACTION INDICATORS FOR AFSC 1C0X2 JOBS
(PERCENT MEMBERS RESPONDING)

	GROUND TRAINING SCH II (N=7)	AIRCREW TRAINING RECORDS II (N=9)	FLIGHT RECORDS II (N=171)	CURRENT OPS/SCH MANAGER II (N=5)
<u>EXPRESSED JOB INTEREST:</u>				
INTERESTING	29	78	74	80
SO-SO	43	22	18	20
DULL	29	0	9	0
<u>PERCEIVED USE OF TALENTS:</u>				
FAIRLY WELL TO PERFECT	43	100	86	100
NONE TO VERY LITTLE	57	0	13	0
<u>PERCEIVED USE OF TRAINING:</u>				
FAIRLY WELL TO PERFECT	57	89	90	60
NONE TO VERY LITTLE	43	11	10	40
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>				
SATISFIED	43	89	75	60
NEUTRAL	29	0	12	40
DISSATISFIED	29	11	13	0
<u>REENLISTMENT INTENTIONS:</u>				
YES OR PROBABLY YES	71	78	71	60
NO OR PROBABLY NO	29	22	13	40
WILL RETIRE	0	0	15	0

NOTE: Columns may not add to 100 percent due to rounding or nonresponse



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TABLE 22 (CONTINUED)

JOB SATISFACTION INDICATORS FOR AFSC 1C0X2 JOBS
(PERCENT MEMBERS RESPONDING)

	CURRENT OPS/SCH SUPERVISOR II (N=15)	CURRENT OPS/ SCHEDULING II (N=15)	WING SCHEDULING II (N=57)	TECH TRAINING INSTRUCTOR II (N=7)
EXPRESSED JOB INTEREST:				
INTERESTING	80	67	70	71
SO-SO	13	13	19	29
DULL	7	20	11	0
PERCEIVED USE OF TALENTS:				
FAIRLY WELL TO PERFECT	67	67	73	57
NONE TO VERY LITTLE	33	33	26	29
PERCEIVED USE OF TRAINING:				
FAIRLY WELL TO PERFECT	67	33	46	71
NONE TO VERY LITTLE	33	67	53	14
SENSE OF ACCOMPLISHMENT FROM JOB:				
SATISFIED	73	73	67	71
NEUTRAL	7	20	14	0
DISSATISFIED	13	7	18	14
REENLISTMENT INTENTIONS:				
YES OR PROBABLY YES	80	53	82	71
NO OR PROBABLY NO	7	20	9	0
WILL RETIRE	13	27	9	14

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

generally less positive about their jobs as previous AFSC 1C0X2 (formerly AFSC 271X2) personnel surveyed in 1989. This may indicate that there has been a declining trend of satisfaction in this career ladder over the years.

The findings of this OSR come directly from survey data collected from AFSC 1C0X2 personnel. These data are readily available to training and utilization personnel, functional managers, and other interested parties. Much of the data are compiled into extracts, which are excellent tools in the decision-making process. These data extracts should be used when training or utilization decisions are made.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY MEMBERS OF CAREER LADDER JOBS

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TABLE A1
ENTRY-LEVEL SQUADRON OPERATIONS CLUSTER

TASKS	PERCENT MEMBERS PERFORMING
G226 Distribute AFORMS products	94
J310 Audit FORMS inputs such as aircrew ground or flight training accomplishments	77
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	71
G230 Maintain flight authorizations	71
G244 Post or update takeoff or landing times	71
G245 Post or update daily flight schedules	65
G253 Prepare flight authorizations using AFORMS	65
G254 Prepare flight authorizations using other than AFORMS methods	58
F218 Request AFORMS products	58
G251 Prepare aircrew mission or deployment kits	52
E182 Update AFTO Forms 781 data n AFORMS	52
J313 Audit OMR bubble sheets	48
E162 Pick up operations resource management products	48
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	48
E129 Correct AFORMS audit-error lists	45
G257 Request flightline aircrew transportation	39
G234 Maintain squadron operations center duty desk areas	39
J312 Audit mission accomplishment reports (MARs)	39
E183 Update flying hour data in AFORMS	39

TABLE A2
DUTY DESK IJ

TASKS	PERCENT MEMBERS PERFORMING
G245 Post or update daily flight schedules	96
G241 Perform operations center opening checklist procedures	96
G244 Post or update aircraft takeoff or landing times	94
G240 Perform operations center closing checklist procedures	90
G236 Monitor go/no-go items such as boldface emergency procedures, training or currencies	87
G242 Post or maintain flightcrew information files (FCIFs) or mission crew information files (MCIFs)	86
G239 Operate UHF or VHF radios	83
G234 Maintain squadron operations center duty desk areas	82
G235 Monitor aircrew sign-in or sign-out procedures	82
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	72
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	70
G249 Post or update voice call sign lists, divert codes or airfield status information	69
E182 Update AFTO Forms 781 data in AFORMS	66
G226 Distribute AFORMS products	66
G259 Verify aircraft sortie hours or data	63
H267 Coordinate aircraft tail numbers with maintenance or command post	62
G221 Compile postmission information such as weapon sheets, AF Forms 781 or classified materials	54
G243 Post or maintain notice to airmen (NOTAM) information	52
G237 Notify supporting agencies of aircraft maintenance status	51

TABLE A3
SQUADRON OPERATIONS IJ

TASKS	PERCENT MEMBERS PERFORMING
E109 Audit AFTO Forms 781 (AFORM Aircrew/Mission Flight Data Document)	90
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	94
G220 Audit postmission information such as weapon sheets, AF Forms 781 or classified materials	89
E182 Update AFTO Forms 781 in AFORMS	83
J311 Audit aircrew training products such as training update audit reports	86
J334 Update aircrew ground or flight training accomplishments in AFORMS	84
F218 Request AFORMS products	87
G230 Maintain flight authorizations	83
G226 Distribute AFORMS products	88
F219 Review AFORMS products	85
G234 Maintain squadron operations center duty desk areas	71
G221 Compile postmission information such as weapon sheets, AF Forms 781 or classified materials	75
J308 Assign aircrew training tables or plans	81
G245 Post or update daily flight schedules	73
J335 Update aircrew training tables or plans	81
G254 Prepare flight authorizations using other than AFORMS methods	73
G259 Verify aircraft sortie hours or data	75
G236 Monitor go/no-go items such as boldface emergency procedures, training or currencies	69
G244 Post or update aircraft takeoff or landing times	71

TABLE A4
SQUADRON OPERATIONS SUPERVISOR IJ

TASKS	PERCENT MEMBERS PERFORMING
B53 Supervise Operations Resource Management Journeymen (AFSC 1C052)	100
F218 Request AFORMS products	100
C72 Write EPRs	100
C56 Complete performance feedback worksheets	100
A20 Establish performance standards for subordinates	86
G230 Maintain flight authorizations	86
F219 Review AFORMS products	86
D78 Conduct on-the-job training (OJT)	86
G226 Distribute AFORMS products	86
B45 Initiate actions to correct substandard performance	71
A25 Plan work priorities	71
B48 Interpret policies, directives or procedures for subordinates	71
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	71
B52 Supervise Operations Resource Management Apprentices (AFSC 1C032)	57
B49 Maintain classified materials	57
B32 Destroy classified materials	57
E109 Audit AFTO Forms 781 (AFORMS Aircrew /Mission Flight Data Document)	57
G254 Prepare flight authorizations using other than AFORMS methods	57
A24 Plan or schedule work assignments	57

TABLE A5
SQUADRON OPERATIONS MANAGER IJ

TASKS	PERCENT MEMBERS PERFORMING
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	94
C73 Write recommendations for recognition packages such as awards or decorations	92
C56 Complete performance feedback worksheets	90
A20 Establish performance standards for subordinates	88
A24 Plan or schedule work assignments	88
C72 Write EPRs	88
B31 Counsel personnel on personal problems	88
A23 Establish work methods	86
A25 Plan work priorities	86
D78 Conduct on-the-job training (OJT)	84
B45 Initiate actions to correct substandard performance	84
A26 Schedule temporary duty (TDY) leaves or passes	82
B30 Conduct supervisory orientations of newly assigned personnel	82
B48 Interpret policies, directives, or procedures for subordinates	76
C63 Evaluate personnel for compliance with performance standards	76
B52 Supervise Operations Resource Management Apprentices (AFSC 1C032)	72
D87 Evaluate progress of trainees	70
A14 Develop operational procedures for squadron operations	68
B53 Supervise Operations Resource Management Journeymen (AFSC 1C052)	66

TABLE A6
GROUND TRAINING SCHEDULING IJ

TASKS	PERCENT MEMBERS PERFORMING
H284 Prepare ground training schedules	100
J316 Coordinate aircrew ground or flight training requirements with supporting agencies	100
F219 Review AFORMS products	100
J324 Monitor training phases such as aircrew additional, continuation or upgrade training programs	100
F218 Request AFORMS products	100
J334 Update aircrew ground or flight training accomplishments in AFORMS	86
J310 Audit AFORMS inputs such as aircrew ground or flight training accomplishments	86
J315 Complete aircrew training in-processing or out-processing checklists	86
J321 Maintain aircrew training information	71
H291 Reconcile conflicts in ground or flight training schedules	57
J333 Update aircrew duty position status	57
J308 Assign aircrew training tables or plans	57
G226 Distribute AFORMS products	57
B33 Destroy privacy act information	57
J322 Maintain undergraduate pilot or rated personnel training folders	43
J311 Audit aircrew training products such as training update audit reports	43
J318 Develop aircrew training reports	43
J335 Update aircrew training tables or plans	43
J323 Monitor aircrew currency flying requirements other than for flight surgeons or general officers	43

TABLE A7
AIRCREW TRAINING RECORDS IJ

TASKS	PERCENT MEMBERS PERFORMING
J325 Prepare aircrew training reports	100
J318 Develop aircrew training reports	100
J321 Maintain aircrew training information	89
J327 Request aircrew on-line or off-line training reports	89
J329 Review aircrew training reports	89
D78 Conduct on-the-job training (OJT)	89
F218 Request AFORMS products	78
J320 Develop OMR bubble sheets, MARs or TARs	78
J319 Develop aircrew training tables or plans	78
J335 Update aircrew training tables or plans	78
E162 Pick up operations resource management products	67
F219 review AFORMS products	67
J323 Monitor aircrew currency flying requirements other than for flight surgeons or general officers	67
B33 Destroy privacy act information	67
E168 Print operations resource management products	56
E171 Request AFORMS flying currency listings	56
J334 Update aircrew ground or flight training accomplishments in AFORMS	56
J328 Request OMR bubble sheets	56
F208 Operate AFORMS printers	44

TABLE A8
FLIGHT RECORDS IJ

TASKS	PERCENT MEMBERS PERFORMING
E125 Conduct FRF in- or out-processing	98
E102 Assemble flight record packages (FRPs) for permanent change of station (PCS), retiring, separating or TDY personnel	97
E108 Audit AF Forms 1042 (Medical recommendations for Flying or Special Operational Duty)	96
E111 Audit flight record folders (FRFs)	96
E124 Conduct flight record reviews such as FRF certifications	96
E106 Audit AF Forms 702 (Individual Physiological Training Record)	96
E114 Audit individual data summaries (IDSs)	95
E103 Assign aviation service codes (ASCs)	95
E184 Update physical qualification status such as AF Forms 1042 in AFORMS	94
E105 Audit AF Forms 142 (Aviation Service Audit Worksheet)	94
E185 Update physiological training dates or codes in AFORMS	94
E148 Maintain FRFs	93
E115 Audit individual flight records (IFRs)	93
E139 Distribute aeronautical orders (AOs)	92
E122 Compute operational flying duty accumulator (OFDA) credits	92
E104 Assign flying activity category (FAC) codes	92
E170 Publish AOs using AFORMS user defined functions (UDFs)	91
E172 Request in-processing or out-processing products	89
E110 Audit flight history reports	89

TABLE A9
CURRENT OPERATIONS/SCHEDULING MANAGER IJ

TASKS	PERCENT MEMBERS PERFORMING
B34 Direct maintenance of administrative files	100
B35 Direct maintenance of status boards, charts or graphs	100
B32 Destroy classified materials	100
B36 Direct maintenance of workspace, equipment or supplies	100
A25 plan work priorities	80
B33 Destroy privacy act information	80
B49 Maintain classified materials	80
D78 Conduct on-the-job training (OJT)	80
A23 Establish work methods	80
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	80
B30 Conduct supervisory orientations of newly assigned personnel	60
B31 Counsel personnel on personal problems	60
C56 Complete performance feedback worksheets	60
A10 Develop operational procedures for disseminating operations information	40
H270 Coordinate diplomatic clearances	40
C58 Conduct self-assessments	40
H284 Prepare ground training schedules	20
D90 Evaluate training methods, techniques or programs	20
A18 Draft budget requirements	20

TABLE A10
CURRENT OPERATIONS/SCHEDULING SUPERVISOR IJ

TASKS	PERCENT MEMBERS PERFORMING
C72 Write EPRs	100
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	93
B31 Counsel personnel on personal problems	93
C56 Complete performance feedback worksheets	93
B30 Conduct supervisory orientations of newly assigned personnel	93
C73 Write recommendations for recognition packages such as wards or decorations	87
A24 Plan or schedule work assignments	80
B53 Supervise Operations Resource Management Journeymen (AFSC 1C052)	73
A20 Establish performance standards for subordinates	73
B45 Initiate actions to correct substandard performance	67
H272 Coordinate flight schedule changes with supporting agencies	60
A23 establish work methods	60
D78 Conduct on-the-job training (OJT)	60
A25 Plan work priorities	60
A26 Schedule temporary duty (TDY) leaves or passes	60
B48 Interpret policies, directives or procedures for subordinates	60
H274 Coordinate mission changes with supporting agencies	47
C63 Evaluate personnel for compliance with performance standards	47
B55 Supervise military personnel with AFSC other than 1C0X2	40

TABLE A11
CURRENT OPERATIONS/SCHEDULING IJ

TASKS	PERCENT MEMBERS PERFORMING
H272 Coordinate flight schedule changes with supporting agencies	100
H274 Coordinate mission changes with supporting agencies	87
H273 Coordinate flight schedules with maintenance	80
H283 Prepare daily flight schedules	67
H267 Coordinate aircraft tail numbers with maintenance or command post	60
H271 Coordinate prior permission required (PPR) numbers for aircrews landing at destination stations	60
H285 Prepare monthly flight schedules	60
H270 Coordinate diplomatic clearances	53
H289 Prepare weekly flight schedules	40
H268 Coordinate airspace with supporting agencies other than special-use airspace	33
D78 Conduct on-the-job training (OJT)	33
H275 Coordinate special-use airspace with supporting agencies	33
H266 Coordinate aircraft clearance information with command post or base operations	33
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	33
H281 Monitor utilization of flying hours	33
B33 Destroy privacy act information	33
H265 Coordinate air-to-air refueling missions with supporting agencies	27
H292 Request flight clearances	27
E164 Prepare charts or graphs for briefings	13

TABLE A12
WING SCHEDULING IJ

TASKS	PERCENT MEMBERS PERFORMING
H268 Coordinate airspace with supporting agencies other than special-use airspace	96
H272 Coordinate flight schedule changes with supporting agencies	96
H295 Schedule airspace with appropriate agencies other than special use airspace	86
H296 Schedule special-use airspace with appropriate agencies	86
H297 Schedule range time with appropriate agencies	82
H283 Prepare daily flight schedules	81
H265 Coordinate air-to-air refueling missions with supporting agencies	79
H275 Coordinate special-use airspace with supporting agencies	77
H269 Coordinate combat targets or range time with supporting agencies	75
H274 Coordinate mission changes with supporting agencies	75
H289 Prepare weekly flight schedules	67
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	65
A11 Develop operational procedures for flight scheduling	60
H263 Calculate air refueling requirements	58
H273 Coordinate flight schedules with maintenance	49
H266 Coordinate aircraft clearance information with command post or base operations	47
D78 Conduct on-the-job training (OJT)	46
H264 Coordinate air intercept missions with supporting agencies	40
H291 Reconcile conflicts in ground or flight training schedules	32

TABLE A13
TECHNICAL TRAINING SCHOOL INSTRUCTOR IJ

TASKS	PERCENT MEMBERS PERFORMING
D87 Evaluate progress of trainees	100
D96 Score tests	100
D100 Write test questions	100
D75 Administer tests	86
D91 Maintain training equipment	86
D85 Establish or maintain study reference files	86
D79 Conduct or participate in training conferences	86
D77 Conduct enlisted specialty classroom training	71
D93 Prepare lesson plans	71
B31 Counsel personnel on personal problems	71
B34 Direct maintenance of administrative files	71
D90 Evaluate training methods, techniques or programs	71
B45 Initiate actions to correct substandard performance	71
B33 Destroy privacy act information	57
F209 Perform AFORMS file maintenance using on-line procedures	57
B29 Conduct or participate in meetings or briefings such as staff meetings, conferences or workshops other than training	57
D89 Evaluate effectiveness of training such as career knowledge, job proficiency, upgrade or qualification training	43
B36 Direct maintenance of workspace, equipment or supplies	43
A15 Develop operational procedures for use of Air Force Operations Resource Management System (AFORMS)	43